

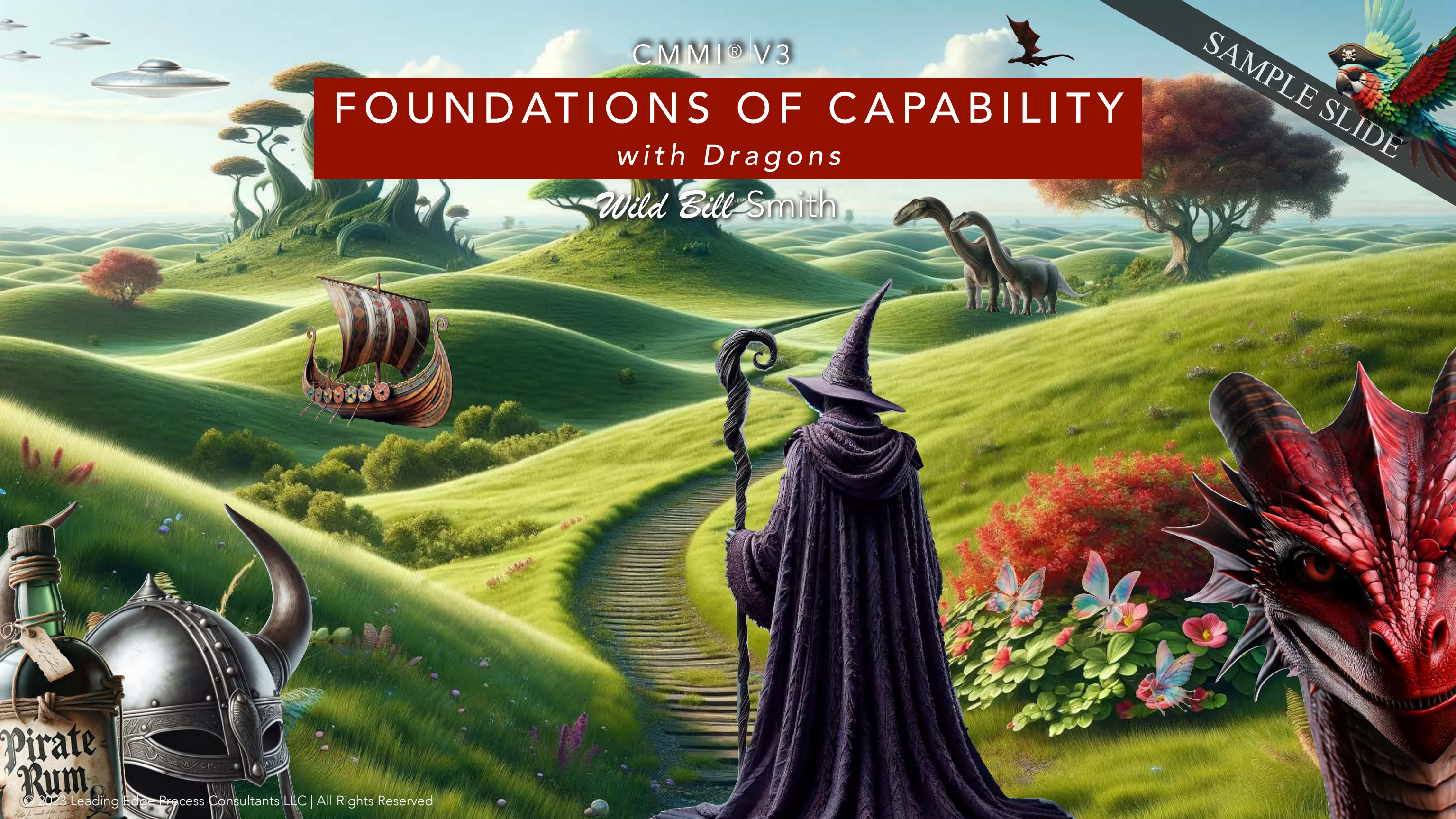
CMMI® V3

# FOUNDATIONS OF CAPABILITY

*with Dragons*

*Wild Bill Smith*

SAMPLE SLIDE



SAMPLE SLIDE



The Bellicosi  
(high above)

CANADA

MIST OPPORTUNITIES

WEST FANTASTICA

FOREST OF DEFECTS

ICE ICE BABY

WHERE DREAMS  
GO TO DIE

THREATWOOD

TENACIOUS KINGDOM

Strongholdia

Erik the Boatbuilder

Vikingdale

RDM VV PR PQA

MOUNTAIN OF  
COST OVERRUNS

REWORK  
WASTELAND

MOUNT YETI

VULNERABILITY VALLEY

ESAF ESEC MST

MOUNTAINS OF  
PAPERWORK

WHIRLPOOL OF  
UNREALISTIC EXPECTATIONS

Merry Vagabond  
Tavern

Rollicking  
Robots  
Steampunk  
Llama Pizza

Tech City

TS PI

SDM STSM

EFFICIENT SEA

Mystery Portal

EST PLAN MC

Gnome Depot

Mist  
DEADLINES

DM DQ

ENCHANTED FOREST

DAR CAR CM

BUREAUCRACY  
QUAGMIRE

Pirate Bay

PCM PAD MPM

ISLE OF INSIGHT

The  
Ecosystem

Pyramid of Power

CMMI

Gnomesburg

DIGCO

SAM

MORASS OF  
BAD DECISIONS

FIRE MOUNTAINS

GRAVEYARD OF  
FAILED PROJECTS

Continuity  
Cavern

Resilienton

RSK IRP CONT

EAST FANTASTICA

SEA OF POSSIBILITIES

Jurassic Institute for  
Workforce Enrichment

OT WE EVW

JURASSIC JUNGLE

WIZARD ISLAND

GOV II

Billy's Bungalow

VIRGINIA



ENSURING QUALITY  
REQUIREMENTS DEVELOPMENT &  
MANAGEMENT



# EXERCISE SCENARIO - FANTASY

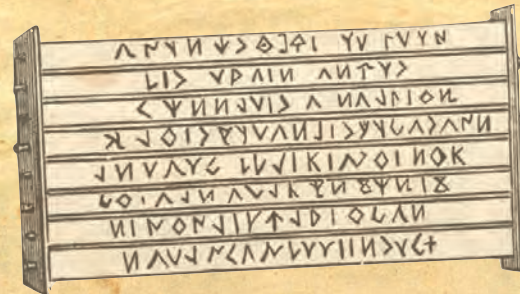
## ERIK THE BOATBUILDER

Erik the Boatbuilder builds most of the seafaring vessels in Vikingdale.

1. Erik the Boatbuilder often buys a round of mead for seafaring Vikings. Listening to their tales helps to fine-tune his views on what they really need in a boat.



RDM



2. Erik inscribes wooden sticks with the features he wants to put in his boats. He keeps the sticks in a sorted stack, with the most important ones on top.

RDM

3. Erik has developed a set of runes describing battles between sailors and kraken at sea.



The runes contain scenarios detailing sequences of events that may happen when a kraken appears and tries to take down a boat. They provide a valuable view of the boat from perspective of a user who does not want to be eaten or drowned by a kraken.

RDM



ENSURING QUALITY

# PROCESS QUALITY ASSURANCE



SAMPLE SLIDE



ENSURING QUALITY

# EXERCISE: ELEVATOR SPEECHES

1. I'll divide you into mini-teams of 3 (or so).
2. Each team will choose RDM, VV, PR, or PQA, and construct an "elevator speech" of the format: "Remember when <we did something bad>, wouldn't it be great if <we did something better>?"
3. If possible, make the speech about something that **one of you has experienced** on the job. Or, if you're feeling creative, center it on some **Viking drama**.
4. After we return, I'll ask some teams to share their speeches.





PLANNING & MANAGING WORK

# ESTIMATING



ESTIMATING

# EXERCISE SCENARIO - FANTASY

## THE BELLICOSI




The Bellicosi are an alien species planning to invade and conquer a tiny blue planet revolving around an inconsequential star.

1. Before their first visit to the blue planet, the Bellicosi developed a “rough order of magnitude” (ROM) estimate of the cost to invade and conquer it, based on the limited data they could gather from six light years away.



EST

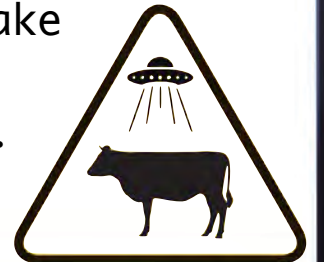
2. The Bellicosi’s Commander Callous developed a  Work Breakdown Structure (WBS) of tasks and activities needed to execute an invasion (e.g., “Build or acquire appropriately outfitted spaceships.”)

EST

3. Commander Callous has estimated that Phase 1 of the invasion will require a military force of 1 command ship, 6 carriers, 24 “peace-bringers,” and 120 fighters. Also 1500 personnel, covering 24 job specialties, will be needed.

EST

4. The Bellicosi have conquered six other planets recently, each time recording effort and cost, along with characteristics of the species conquered. They’ve used this data to estimate the work needed to take over the blue planet.



EST





PLANNING & MANAGING WORK

# PLANNING



PLANNING

# LEVEL 2 PRACTICES

## EXAMPLE RASCI CHART

**R**esponsible, **A**ccountable,  
**S**upportive, **C**onsulted,  
**I**nformed

For a more complete explanation,  
see <https://www.interfacing.com/what-is-rasci-raci>

### Stakeholders



The Mighty Foo of Whoomp



Commander Callous



Dylan Nicely



Ridley Rolliker



Geena Genial

### Tasks

Plan and conduct the invasion

Procure needed ships and supplies

Establish government on conquered planet

Establish mining operations

A

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A

R

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A

R

S

C

# EXERCISE: MVP (MOST VALUABLE PRACTICE)

1. I'll divide you into teams.
2. I'll assign each team EST, PLAN, or MC.
3. Discuss which practice from your PA you each believe is (or *could be*) the most "valuable." (You decide what that means!) Stick to Levels 2 and 3.
4. Write down your consensus top choice. Using the form provided, apply it an organization — either one of your own, or one from the scenarios (**alien** or otherwise).
5. When you return, you may be asked to share your results.





MANAGING BUSINESS RESILIENCE



# RISK & OPPORTUNITY MANAGEMENT



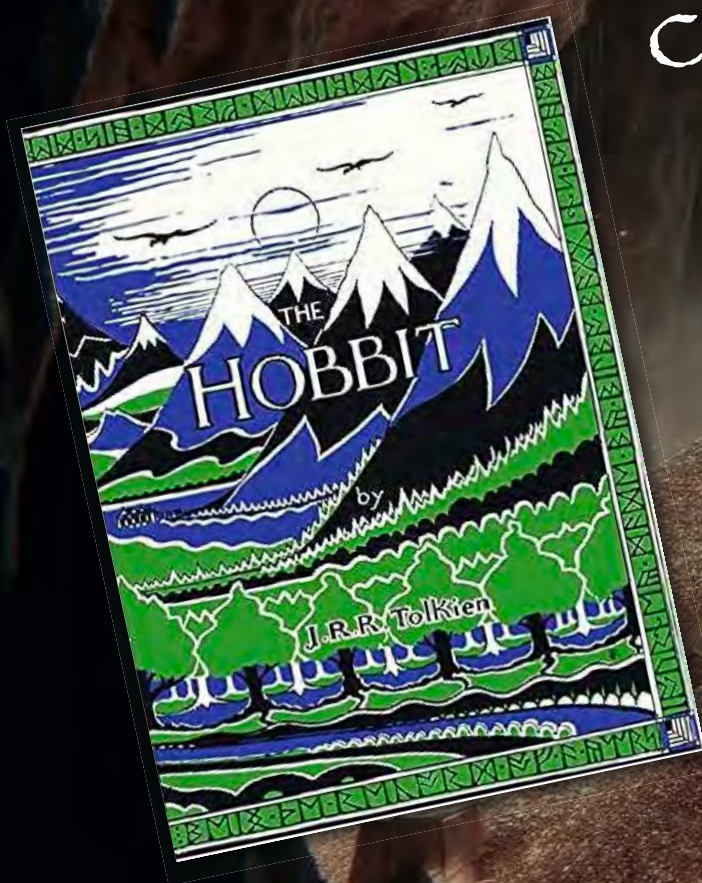
RISK & OPPORTUNITY MANAGEMENT

# LEVEL 2 PRACTICES

QUOTE

“It does not do to leave a live dragon out of your calculations, if you live near him.”

Gandalf, in J.R.R. Tolkien’s “The Hobbit”





SUPPORTING IMPLEMENTATION

# DECISION ANALYSIS & RESOLUTION

SAMPLE SLIDE



DECISION ANALYSIS & RESOLUTION

# EXERCISE SCENARIO - FANTASY

## THE ENCHANTED FOREST



The Enchanted Forest is full of fairies and other magical creatures. Be careful as you journey through it, though. *You may never want to leave.*

1. You tire while walking through the Enchanted Forest, and identify possible courses of action: (1) drink from a beautiful spring beside a sign saying "Drink Me," (2) nap atop a huge and unusually comfortable-looking mushroom, (3) follow that wolf, or

(4) snack on the caffeine gummies in your pocket.

DAR



2. You decide to eat the caffeine gummies, using "likelihood of staying alive" as your primary criteria and the "expert judgement" you've accumulated while on your journey as your method.

DAR

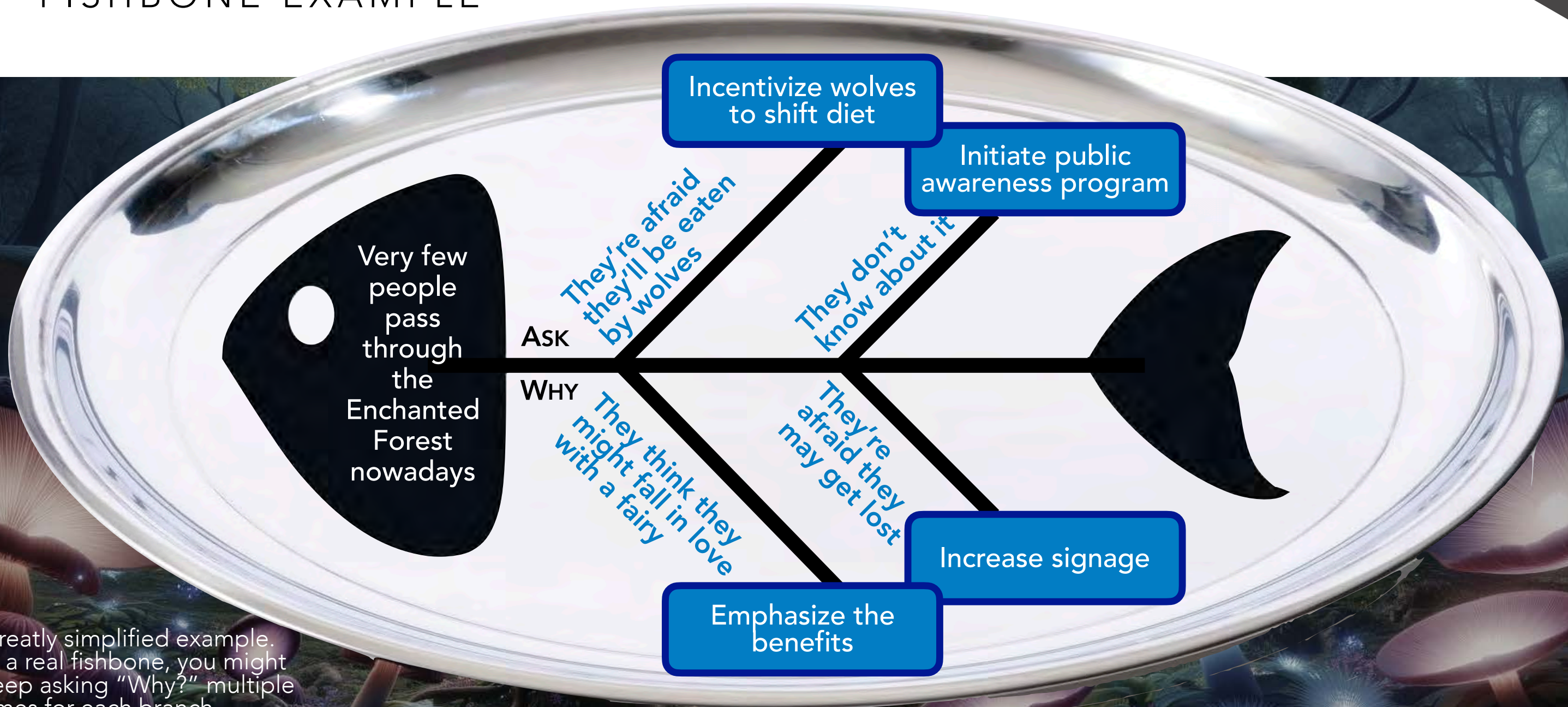
3. A Fairy Queen rules the tribe of fairies living in the Enchanted Forest. By virtue of her position, her decisions are final... although she does enjoy a spirited debate.

DAR



# CAUSAL ANALYSIS & RESOLUTION

## LEVEL 3 PRACTICES FISHBONE EXAMPLE

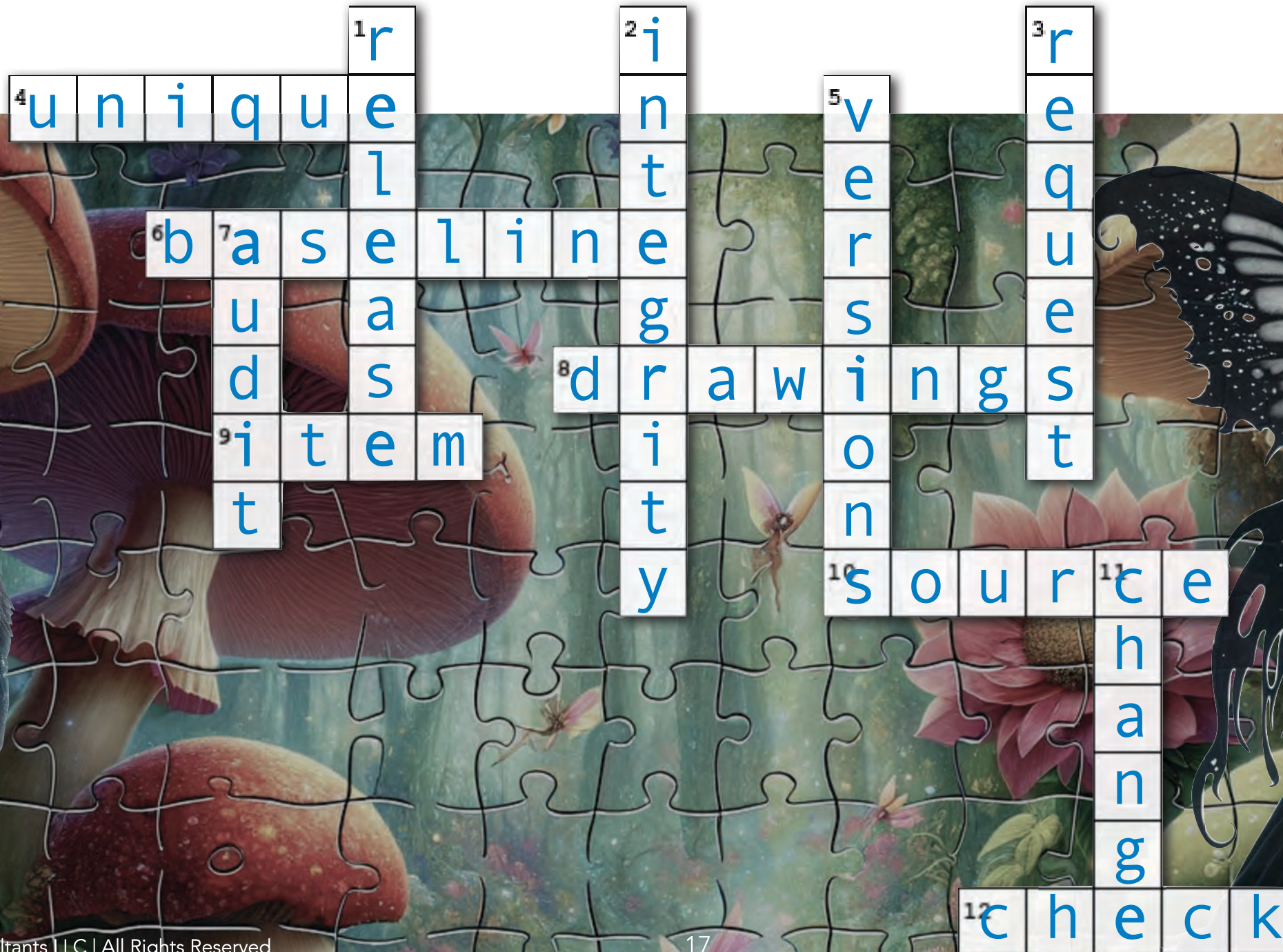


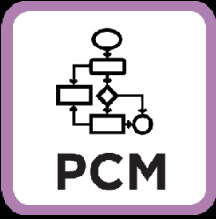
Greatly simplified example. In a real fishbone, you might keep asking "Why?" multiple times for each branch.



CONFIGURATION MANAGEMENT

# EXERCISE: CROSSWORD (SOLUTION)





IMPROVING PERFORMANCE

# PROCESS MANAGEMENT



PROCESS MANAGEMENT

# LEVEL 1 PRACTICES

## EXAMPLE PROCESS GROUP HIERARCHY



Capt. Compassionate

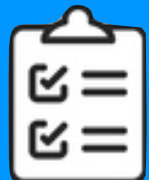
### Management Steering Group

Sets strategies, provides funding



### Buccaneer Process Group (BPG)

Manages & facilitates improvement



Management PAT  
EST, PLAN, MC, RSK



Improvement PAT  
PAD, PCM, MPM

Other PATs  
As needed

SAMPLE SLIDE

PROCESS MANAGEMENT

EXERCISE SCENARIO FANTASY

PIRATE BAY



The pirates of Pirate Bay are tired of being the bad guys. So they are rallying around their leader, Captain Compassionate, and her commitment "to no longer obtain goods and services through plundering and other illegal means."



1. A Management Steering Group (MSG), headed by Captain Compassionate, provides strategic oversight of the change initiative. A Buccaneer Process Group (BPG) facilitates improvement activities.

PCM

2. An internal assessment found several key weaknesses, including "We typically board vessels without obtaining consent" and "We often take things that don't belong to us."

PCM



3. The Buccaneer Process Group has identified the Fishing, Tourism, and Trading processes as being the most important to meeting the new "no plundering" business objective.

PCM



4. The BPG has developed plans to improve the Fishing, Trading, and Tourism processes to reduce plundering by 95% within 6 months.

PCM





IMPROVING PERFORMANCE

# PROCESS ASSET DEVELOPMENT



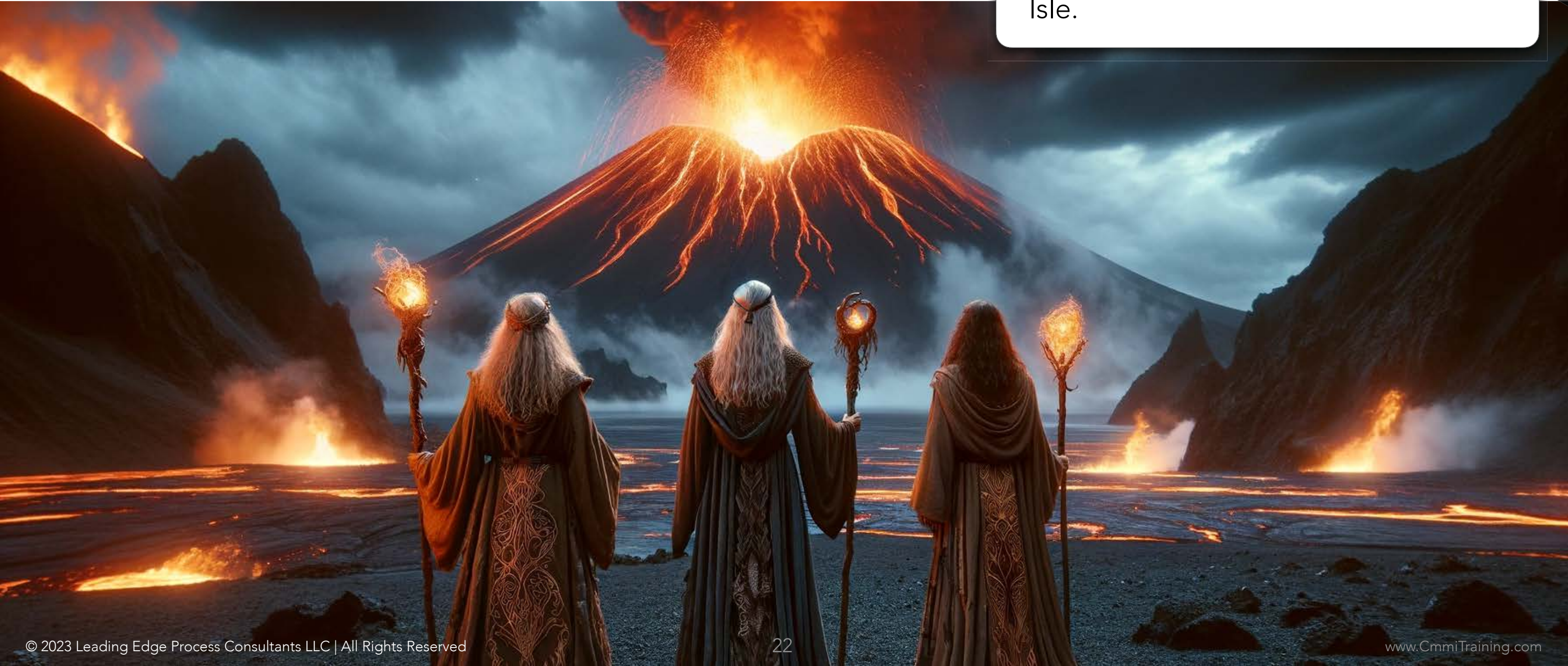
SAMPLE SLIDE

GOVERNANCE


# EXERCISE SCENARIO - FANTASY

## WIZARD ISLE

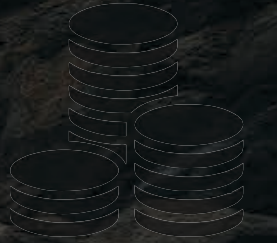
Wizards are found throughout the lands of Fantastica, and are governed by a three-member board known as The Triumvirate, who live on Wizard Isle.



# GOBLIN ALERT SCENARIO



**Strange creatures**, born of rock, are bursting out of the mountains in Fantastica. Only a handful have appeared so far, but a new one is spotted every few days. They're moving through the land, **wreaking havoc** wherever they go. Fortunately, there have been no fatalities — yet.



LEVELS

# TURNING TOWARD HOME

The Pirates are offering us a ride on their spiffy new boat! We're heading back to the **Isle of Insight.**





NEXT STEPS

# GRADUATION

